

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, July 18, 2014 at the hour of 8:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese, EdD and Director Ada Mary Gugenheim (temporary Committee Member) (2)

Board Chairman David Carvalho (ex-officio) and Director Hon. Jerry Butler

Absent: Directors Jorge Ramirez and Carmen Velasquez (2)

Additional attendees and/or presenters were:

Randolph Johnston – System Associate General  
Counsel  
Lilianna Kalin – Labor/Employment Counsel

Gladys Lopez – Chief of Human Resources  
Deborah Santana – Secretary to the Board  
John Jay Shannon, MD –Chief Executive Officer

## **II. Public Speakers**

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore      Concerned Citizen

In response to comments made by Mr. Blakemore, in which he stated that, of the four Director positions whose terms have expired and are up for the nomination process, one of them is held by Director Gugenheim and the other three positions are currently held by Hispanics, Board Chairman Carvalho raised a point of personal privilege. He stated that, with regard to his ethnicity, it is a common error to assume he is Hispanic; he stated that, if he were Hispanic he would richly embrace it, but his ethnicity is of Portuguese, Italian and German origins.

## **III. Report from Chief of Human Resources** (Attachment #1)

Gladys Lopez, Chief of Human Resources, presented her report, which included information on the following subjects: Comparison of Vacancies Filled - FY2013-FY2014; Positions Posted Through 6/30/14; FY2014 Posting Activity; FY2014 Separations and Vacancies Filled; 2014 Processing of House Staff; CCHHS Labor Relations – Labor Management Committee. The Committee reviewed and discussed the information.

During the presentation, Ms. Lopez noted that the title of slide four should be “Vacancies Addressed by Postings.”

During the discussion regarding filling vacancies, Board Chairman Carvalho stated that it is worth pointing out that the System is not on auto-pilot, filling any vacancy just because the position is vacant. The right measure of activity is not how many vacancies are filled; rather, it is how many vacancies were needed to be filled and how many of those vacancies were filled. The administration is being strategic in filling vacancies; if the census is down in an area or needs are located in a different area, the administration is not just filling a vacancy because someone has left the organization or retired. Ms. Lopez concurred; she stated that, not only does the administration determine the current needs, but they determine what the needs will be for the next three years – what is the industry looking for, what are the competencies, minimum requirements, etc.

### **III. Report from Chief of Human Resources (continued)**

During the update on Labor Relations, Ms. Lopez stated that she attended a negotiation session with SEIU yesterday morning. One proposal currently being discussed is to consolidate three of the SEIU Local contracts that cover Healthcare Professionals, Technicians and Technologists. Over the next three weeks, Ms. Lopez and her staff will literally compare each of the three Collective Bargaining Agreements side-by-side, to look at all of the provisions and then identify what is going to be in the best interests of the organization. She acknowledged that Technologists and Professionals have different requirements. The administration wants to make sure that they carve out appropriate caveats for those different professions, but she believes that consolidating the three agreements will simplify matters, especially for managers who have to refer to more than one of these contracts when managing their employees.

In response to Board Chairman Carvalho's question regarding whether purely everything would be in one document, and whether there would be the ability to handle jurisdictional issues, Ms. Lopez responded that it is the administration's goal to identify 1) what is needed as an organization; 2) what do the managers need to simplify this; and 3) what is SEIU proposing. The administration has asked for three weeks to review all three contracts; she noted that SEIU has already provided a template of a side-by-side comparison, but the administration wants to look at it, as well. There are some provisions that are just the same in all the contracts - those will be easy to agree to; as far as any differences in provisions, there are two meetings scheduled later in August to discuss differences that are found or determined.

Ms. Lopez provided an update on nurse recruitment. She stated that, with regard to nurse recruitment for Cermak Health Services, they are working with Employee Health Services to expand their opportunities for processing; the System should be positioned to on-board six new nurses and one new patient care attendant at Cermak by July 28<sup>th</sup>. She noted that she did not currently have this information, but she will follow-up on the previous request regarding the number of nurse vacancies that have been filled this year. Dr. Shannon added that there will be an update on nursing provided as a Board Education item at the upcoming Board Meeting on July 25<sup>th</sup>.

Dr. Shannon provided additional information regarding recent activities involving the Labor Management Council (LMC). He stated that, from the management side, the question regarding membership has been resolved – all of the senior executives who have responsibility for approximately 90% of unionized labor members are included in the LMC. With regard to membership on the labor side, Dr. Shannon stated that there is a facilitator assisting with the issue, who is a labor management expert and consultant from Cornell University in New York City; that facilitator is working with union leadership to try to determine membership for the unions.

Additionally, with regard to posting of vacancies, Dr. Shannon provided information that explained the critical difference between internal and external postings. He stated that many people may not be aware that when the System posts a position internally, the internal posting is *only* for the members of that particular union – it is not an internal posting for all System employees. Once the position is posted externally, that position is able to be seen by the rest of the world and by any System staff who are not a member of the union associated with that job code. One of the questions that has been raised is - shouldn't the System be trying to fill those positions with internal staff before it begins searching outside of the organization? There have been discussions regarding the challenges associated with that, as it relates to the time lag that exists; there is a group that is still having that conversation, but it is just one of those wrinkles that comes up in the context of these meetings.

### **IV. Action Items**

#### **A. Minutes of the Human Resources Committee Meeting of June 20, 2014**

Chairman Wiese, seconded by Director Gugenheim, moved to accept the minutes of the meeting of the Human Resources Committee of June 20, 2014. THE MOTION CARRIED UNANIMOUSLY.

#### **B. Any items listed under Sections IV and V**

**V. Closed Meeting Items**

- A. Discussion of personnel matters**
- B. Update on labor negotiations**
- C. Discussion of litigation matters**

Chairman Wiese, seconded by Director Gugenheim, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” and 5 ILCS 120/2(c)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body.” THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Director Gugenheim, seconded by Chairman Wiese, moved to adjourn the closed meeting. THE MOTION CARRIED UNANIMOUSLY and the Committee reconvened the open meeting.

**VI. Adjourn**

As the agenda was exhausted, Chairman Wiese declared the meeting ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXX  
Dorene P. Wiese, EdD, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Cook County Health and Hospitals System  
Human Resources Committee Meeting Minutes  
July 18, 2014

ATTACHMENT #1

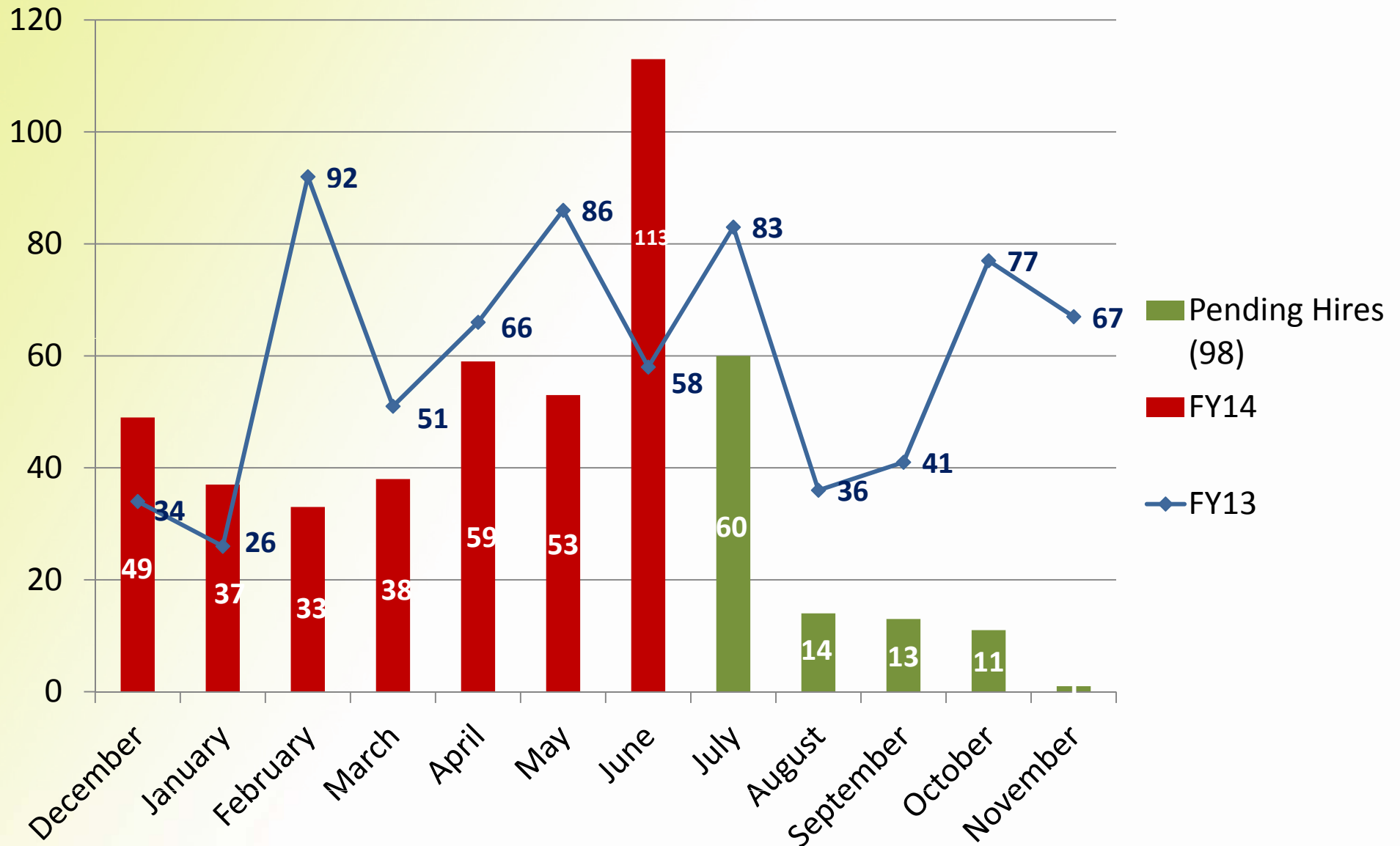


# **CCHHS Human Resources**

**Gladys Lopez,  
Chief of Human Resources**

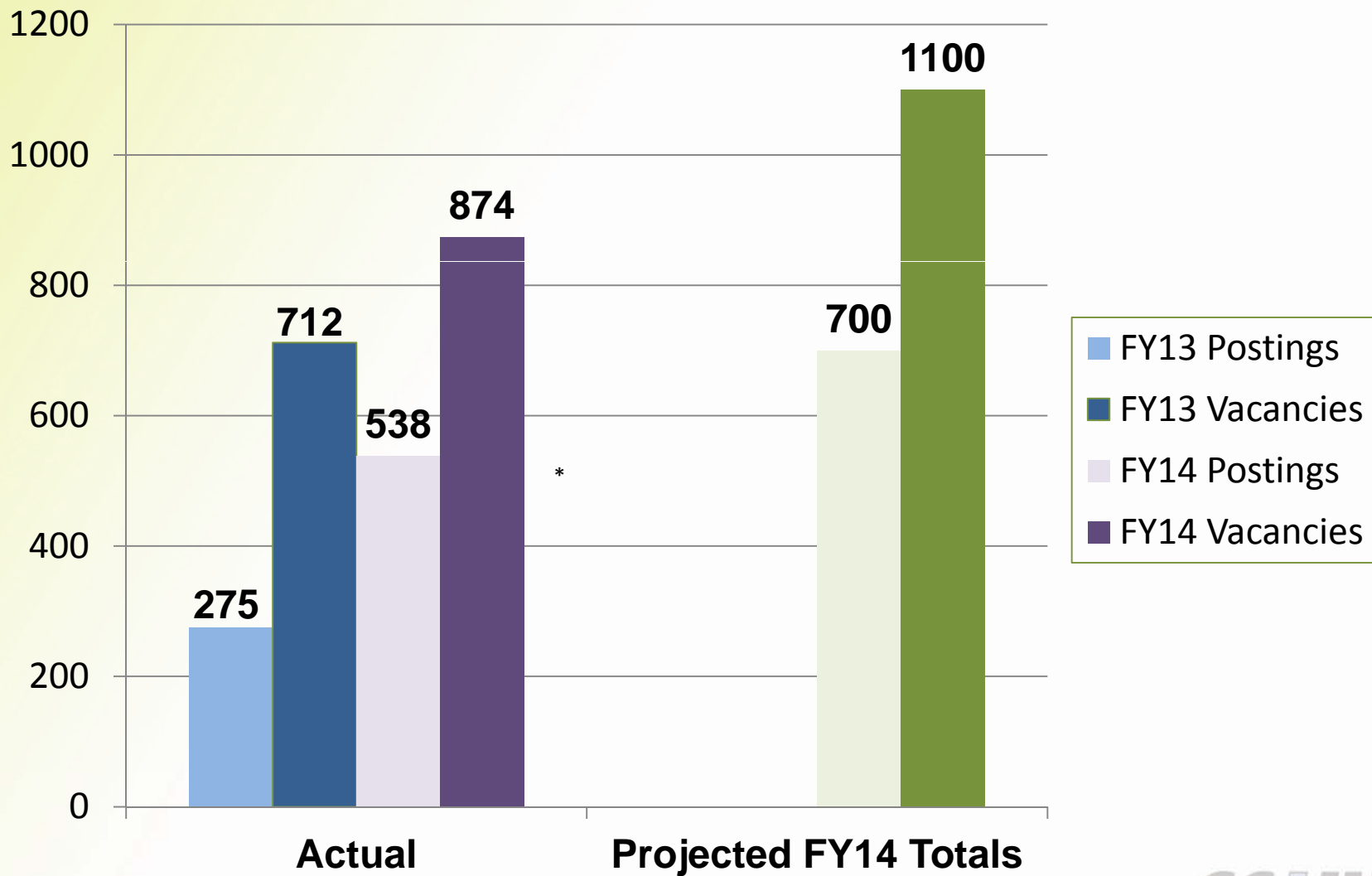
**July 18, 2014**

# Comparison of Vacancies Filled – FY13 to FY14

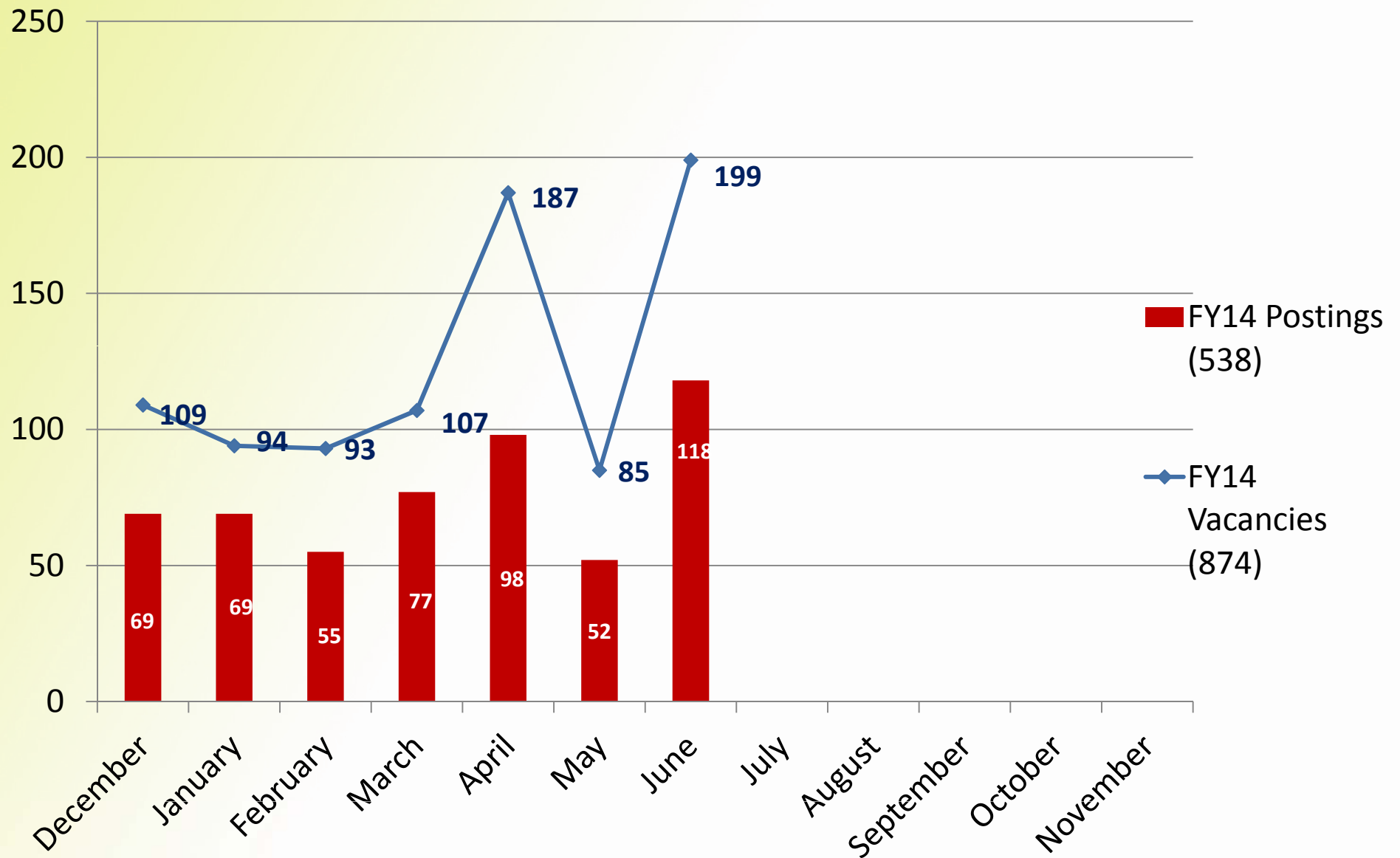


**NOTE:** As of 07/09/14 we have 12 candidates who are being processed. A Hire Date has not yet been identified for these individuals.

# Positions Posted Through 06/30/14

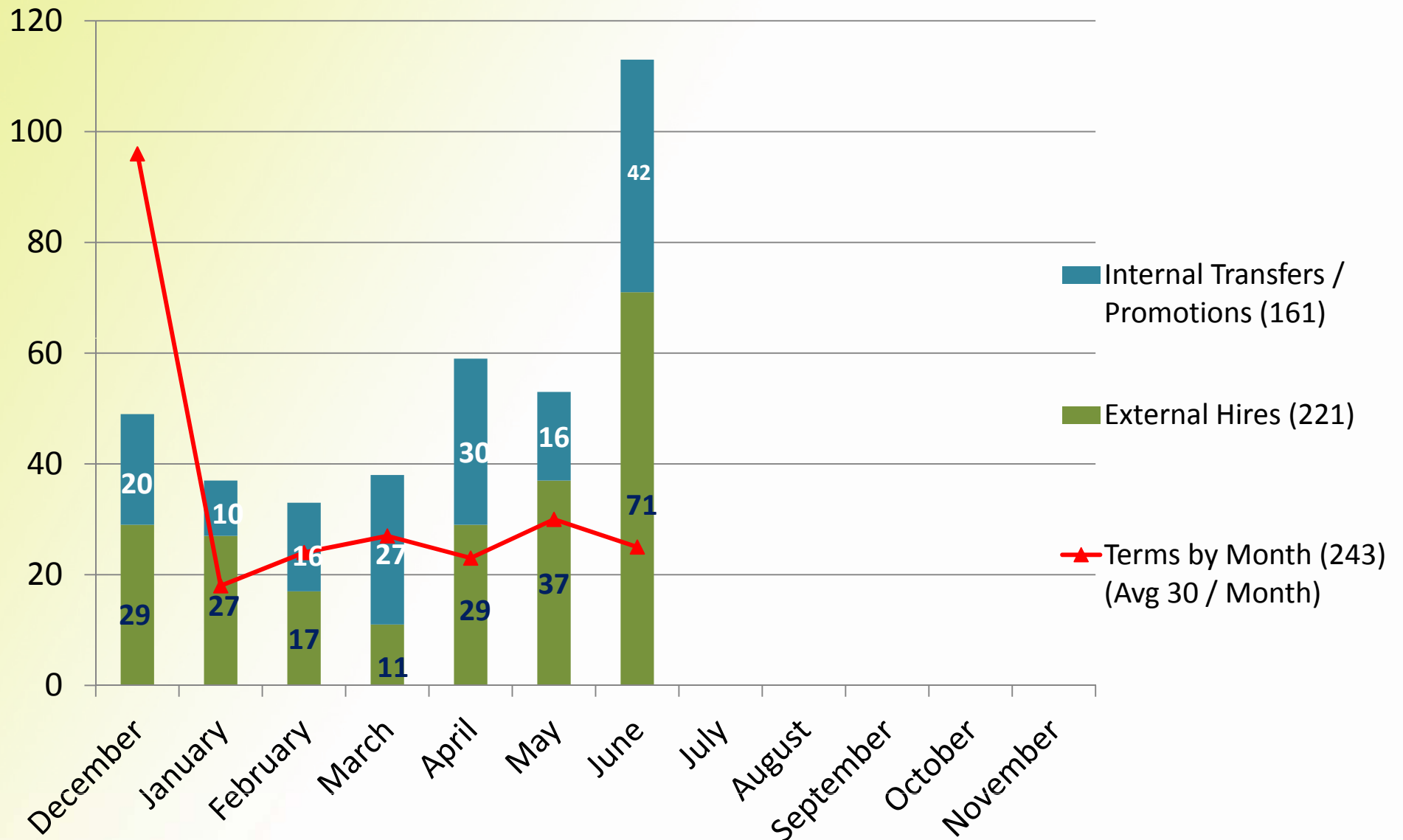


# FY14 Posting Activity





# FY14 Separations & Vacancies Filled



# 2014 Processing of House Staff

- 98 (of 125) House Staff were processed and began the week of June 30th
  - This work is managed by the Operations Team and is in addition to the vacancies filled by the Recruiting Team
- The processing of candidates is still underway



# **CCHHS Labor Relations**

**July 18, 2014**

# Labor Management Committee

- Met on June 30, 2014
- Dr. Shannon shared the organizational priorities are: staffing and finances
- An overview of the Hiring Process was provided

- Unions asked how they could assist
- Agreements with AFSCME and SEIU to allow for simultaneous postings is helping
- As we track the process and progress of vacancies, we will have a better idea as to where there are opportunities for improvement
- Asked unions to remind their members to provide appropriate notice of resignation / retirement



# **Closed Session**

**July 18, 2014**